

# Operational support and management



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*Robina Kolok, a UNHCR Associate Supply Officer, who grew up as a refugee in Kenya after fleeing what is now South Sudan, has been temporarily assigned to the Rohingya emergency operation in Cox's Bazar, Bangladesh.*

UNHCR's Headquarters staff, located in Geneva, Budapest, Copenhagen and other regional capitals, work to ensure the Office carries out its mandate in an effective, coherent and transparent manner.

Throughout 2017, Headquarters' divisions and bureaux provided leadership and support for field operations, including through their responsibilities for the following key functions:

- Developing doctrine and policy.
- Articulating strategic directions.
- Prioritizing and allocating resources.
- Ensuring organization-wide emergency, security and supply management.
- Ensuring financial control in accordance with United Nations and UNHCR rules and regulations.
- Directing organizational development and management.
- Monitoring, measuring and reporting (including results-based management).
- Oversight (inspection, evaluation, investigation and audit).
- Directing and supporting fundraising and resource mobilization.
- Coordinating and directing communications and external relations.
- Servicing the Executive Committee and other governance bodies, allowing them to assume their oversight functions.
- Supporting inter-agency relations and strategic partnerships.

## Headquarters

The category of management and administration reflected in the Headquarters budget is comprised of costs required to maintain the direction and leadership of the Office. This includes functional units for executive direction, organizational policy and evaluation, external relations, information technology and administration.

## Global programmes

In addition to its country and regional operations, UNHCR undertakes a range of projects and activities of a global nature. These global programmes are designed to be implemented at the field level, but are budgeted for and managed at Headquarters.

Global programmes promoted innovation and harmonized approaches across a wide spectrum of operational activities, including public health; HIV/AIDS and reproductive health; nutrition and food security; water, sanitation and hygiene (WASH); shelter and settlements; education; livelihoods; and environmental management and energy. Registration and identity and information management, as well as the suitable use of cash-based interventions, underpinned relevant, well-targeted programmes. Interventions were guided by five-year global strategies established in 2014 for public health, settlement and shelter, livelihoods, and safe access to fuel and energy, with a five-year policy on cash launched in 2016.

Technical interventions ranged from ensuring a lifesaving response to enabling solutions for refugees and others of concern in urban and camp settings. The programmes were carried out in close collaboration with partners and aimed to bridge UNHCR's humanitarian programmes with longer-term development

efforts for people of concern. They are aligned with the vision of the New York Declaration for Refugees and Migrants and the Comprehensive Refugee Response Framework and the Sustainable Development Goals.

By way of examples of achievements in 2017, the global programmes contributed to UNHCR implementing rapid, agile and effective emergency responses, for example through shelter by deploying thousands of the new refugee housing unit, and site planning and the deployment of registration specialists to Bangladesh in response to the Rohingya emergency. They also contributed to improving lives through programme quality, technical integrity and innovation. This included expanding the use of solar energy as in the Zaatari refugee camp in Jordan or for powering water pumps in Africa,

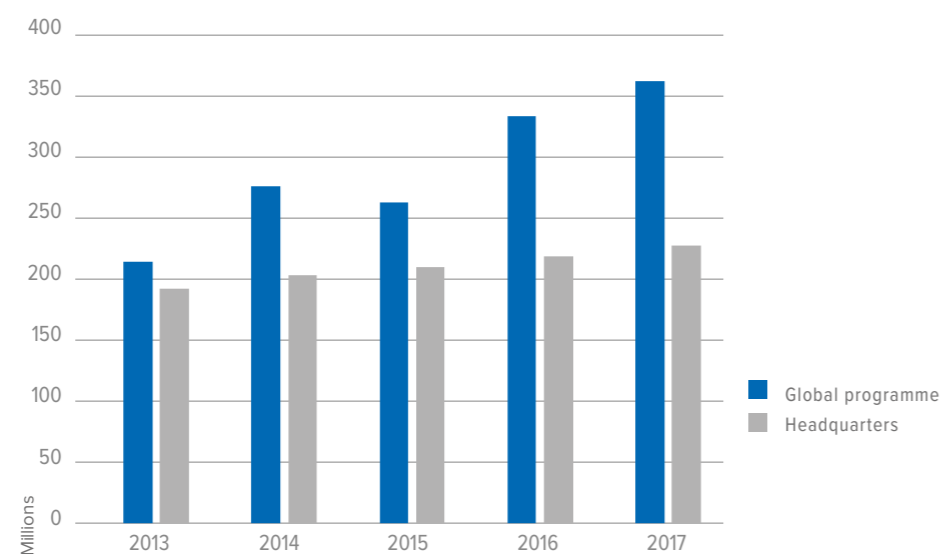
or implementing cost-effective and environmentally friendly approaches to sanitation, more effective identity management, or expanding the use of cash assistance. “Waste-to-value” pilot projects in refugee camps in Ethiopia and Kenya reduced the cost of sanitation services, doubled the lifespan of infrastructure and generated useful by-products such as cooking fuel. In addition, UNHCR is now tracking the cost of water supply through a specific water costing tool.

These and other examples are also referenced and contextualised in the regional summaries and thematic chapters of this report. Tables and charts showing budget, expenditure and voluntary contributions in 2017 for global programmes and Headquarters are presented on the following pages.



A more detailed description of Headquarters functions and activities can be found on the Global Focus website, and more details on the roles and results achieved by global programmes are provided throughout this Global Report in the regional summaries and thematic chapters.

### EXPENDITURE FOR GLOBAL PROGRAMMES AND HEADQUARTERS (PILLAR 1) | 2013-2017



### BUDGET AND EXPENDITURE FOR GLOBAL PROGRAMMES | USD

| ACTIVITIES  | PILLAR 1 - REFUGEE PROGRAMME |                    |
|---|------------------------------|--------------------|
|   | Budget                       | Expenditure        |
| <b>OPERATIONAL ACTIVITIES</b>   |                              |                    |
| Cash-based interventions  | 521,965                      | 522,977            |
| Durable solutions   | 1,981,813                    | 1,742,919          |
| Education-related projects  | 22,056,029                   | 18,769,383         |
| Emergency-related projects (including stockpiles)                         | 41,878,335                   | 34,062,122         |
| Environment-related projects  | 452,500                      | 371,867            |
| Global Clusters   | 2,615,890                    | 1,847,551          |
| Health-related projects (including HIV/AIDS, anaemia, water & sanitation) | 3,301,132                    | 2,434,011          |
| Innovation project  | 8,089,209                    | 2,419,615          |
| Protection-related projects   | 9,530,637                    | 4,545,361          |
| Private sector fundraising  | 112,505,036                  | 106,968,743        |
| Public information and media projects                                     | 8,677,709                    | 6,701,547          |
| Refugee women, children and adolescents                                   | 3,463,245                    | 2,502,258          |
| Registration, data and knowledge management                               | 6,356,328                    | 5,493,928          |
| Research, evaluation and documentation                                    | 1,566,814                    | 576,985            |
| Resettlement  | 23,224,390                   | 11,362,990         |
| Shelter-related projects  | 1,794,500                    | 1,786,414          |
| Training-related projects   | 1,076,196                    | 1,016,296          |
| Miscellaneous   | 610,090                      | 552,828            |
| <b>SUBTOTAL</b>   | <b>249,701,817</b>           | <b>203,677,796</b> |
| <b>PROGRAMME SUPPORT ACTIVITIES</b>                                       |                              |                    |
| <b>EXECUTIVE DIRECTION AND MANAGEMENT</b>                                 |                              |                    |
| Innovation project  | 1,217,929                    | 794,088            |
| Inspector General's Office field activities                               | 2,275,232                    | 1,403,958          |
| Legal Affairs Section field activities                                    | 458,261                      | 455,244            |
| Connectivity for refugees   | 552,565                      | 467,097            |
| <b>DIVISION OF EXTERNAL RELATIONS</b>                                     |                              |                    |
| Division of External Relations Service                                    | 15,741,051                   | 12,476,644         |
| Private sector fund raising - investment funds and activities             | 13,033,724                   | 11,429,481         |
| <b>DIVISION OF INTERNATIONAL PROTECTION</b>                               |                              |                    |
| Division of International Protection                                      | 13,716,592                   | 9,133,196          |
| <b>DIVISION OF INFORMATION SYSTEMS AND TELECOMMUNICATIONS</b>             |                              |                    |
| Division of Information Systems and Telecommunications                    | 28,866,750                   | 28,080,016         |
| <b>DIVISION OF PROGRAMME SUPPORT MANAGEMENT</b>                           |                              |                    |
| Division of Programme Support Management                                  | 13,269,742                   | 12,097,625         |
| <b>DIVISION OF EMERGENCY, SECURITY AND SUPPLY</b>                         |                              |                    |
| Emergency Capacity Management Section                                     | 7,453,324                    | 6,582,844          |
| Field Safety Section and field security support                           | 12,345,090                   | 12,184,522         |
| Supply Management - field strengthening and support                       | 20,593,358                   | 18,042,708         |
| <b>DIVISION OF HUMAN RESOURCES MANAGEMENT</b>                             |                              |                    |
| Global staff accommodation  | 1,168,178                    | 1,160,930          |
| Special staff costs   | 22,705,515                   | 22,011,645         |
| Training of UNHCR staff   | 7,648,497                    | 7,571,152          |
| <b>DIVISION OF FINANCIAL AND ADMINISTRATIVE MANAGEMENT</b>                |                              |                    |
| Global support  | 181,786                      | 173,298            |
| Audit IPMS  | 5,000,000                    | 7,767              |





## BUDGET AND EXPENDITURE FOR GLOBAL PROGRAMMES | USD

| ACTIVITIES   | PILLAR 1 - REFUGEE PROGRAMME |                    |
|--|------------------------------|--------------------|
|  | Budget                       | Expenditure        |
| <b>BUDAPEST GLOBAL SERVICE CENTER</b>                  |                              |                    |
| Division of Emergency, Security and Supply             | 1,871,854                    | 1,858,014          |
| <b>COPENHAGEN GLOBAL SERVICE CENTER</b>                |                              |                    |
| Division of International Protection                   | 1,464,774                    | 1,406,554          |
| Division of Programme Support Management               | 7,009,173                    | 6,837,680          |
| Division of Information Systems and Telecommunications | 621,529                      | 617,376            |
| Division of External Relations                         | 8,634,329                    | 7,613,311          |
| <b>SUBTOTAL</b>  | <b>185,829,256</b>           | <b>162,405,149</b> |
| <b>TOTAL</b>   | <b>435,531,073</b>           | <b>366,082,944</b> |

## BUDGET AND EXPENDITURE FOR HEADQUARTERS | USD

| DIVISIONS/DEPARTMENTS   | PILLAR 1 - REFUGEE PROGRAMME |                          |
|---|------------------------------|--------------------------|
|   | Budget <sup>1</sup>          | Expenditure <sup>1</sup> |
| <b>EXECUTIVE DIRECTION AND MANAGEMENT</b>                     |                              |                          |
| Executive Office  | 6,291,883                    | 6,097,055                |
| Liaison Office New York                                       | 4,688,663                    | 4,344,566                |
| Inspector General's Office                                    | 11,337,673                   | 10,893,453               |
| Legal Affairs Section   | 3,985,693                    | 3,662,611                |
| Office of the Ombudsman                                       | 774,451                      | 711,505                  |
| Ethics Office   | 2,368,920                    | 2,287,562                |
| Enterprise Risk Management                                    | 525,543                      | 439,075                  |
| Evaluation Service  | 2,035,331                    | 1,806,916                |
| Organizational Development and Management Service             | 1,506,875                    | 1,440,217                |
| Office of the Director for Change Management                  | 1,726,538                    | 1,038,716                |
| <b>SUBTOTAL</b>   | <b>35,241,571</b>            | <b>32,721,675</b>        |
| <b>DIVISION OF EXTERNAL RELATIONS</b>                         |                              |                          |
| Office of the Director  | 2,877,110                    | 2,827,156                |
| Donor Relations and Resource Mobilization Service             | 7,248,668                    | 7,085,752                |
| Private Sector Partnership Service                            | 1,154,505                    | 1,140,030                |
| Governance, Partnership and Inter-Agency Coordination Service | 3,213,003                    | 3,193,616                |
| Communication and Public Information Service                  | 5,143,100                    | 4,841,930                |
| Records and Archives Section                                  | 2,029,898                    | 2,000,445                |
| Inter-agency Coordination Service                             | 1,225,288                    | 1,185,365                |
| Digital Engagement  | 416,075                      | 411,347                  |
| Events, Campaigns and Goodwill Ambassadors                    | 1,080,327                    | 1,032,918                |
| Joint UN Activity Contributions                               | 1,300,000                    | 1,239,394                |
| <b>SUBTOTAL</b>   | <b>25,687,973</b>            | <b>24,957,954</b>        |
| <b>DIVISION OF INTERNATIONAL PROTECTION</b>                   |                              |                          |
| Office of the Director  | 3,553,652                    | 3,461,521                |
| Specialized sections  | 16,408,002                   | 15,181,100               |
| <b>SUBTOTAL</b>   | <b>19,961,654</b>            | <b>18,642,622</b>        |
| <b>DIVISION OF PROGRAMME SUPPORT AND MANAGEMENT</b>           |                              |                          |
| Office of the Director  | 3,078,344                    | 3,057,422                |
| Specialized sections  | 5,917,881                    | 5,735,682                |
| <b>SUBTOTAL</b>   | <b>8,996,225</b>             | <b>8,793,103</b>         |
| <b>DIVISION OF EMERGENCY, SECURITY AND SUPPLY</b>             |                              |                          |
| Office of the Director  | 2,165,496                    | 2,145,586                |
| <b>SUBTOTAL</b>   | <b>2,165,496</b>             | <b>2,145,586</b>         |
| <b>REGIONAL BUREAUX</b>                                       |                              |                          |
| Office of the Director for Africa                             | 13,066,353                   | 12,775,759               |
| Office of the Director for the Middle East and North Africa   | 8,667,714                    | 7,615,642                |
| Special Envoy for the central Mediterranean route situation   | 520,605                      | 363,071                  |
| Office of the Director for Asia and the Pacific               | 5,672,175                    | 5,404,618                |





## BUDGET AND EXPENDITURE FOR HEADQUARTERS | USD

| DIVISIONS/DEPARTMENTS  | PILLAR 1 - REFUGEE PROGRAMME |                          |
|--|------------------------------|--------------------------|
|  | Budget <sup>1</sup>          | Expenditure <sup>1</sup> |
| Emergency Response for Europe  | 5,183,967                    | 4,051,230                |
| Director's Office in Brussels for Europe                                   | 2,418,305                    | 2,341,273                |
| Deputy Director's Office in Geneva for Europe                              | 3,336,179                    | 3,284,179                |
| Office of the Director for the Americas                                    | 2,971,265                    | 2,935,522                |
| <b>SUBTOTAL</b>  | <b>41,836,563</b>            | <b>38,771,294</b>        |
| <b>DIVISION OF INFORMATION SYSTEMS AND TELECOMMUNICATIONS</b>              |                              |                          |
| Office of the Director and ICT fixed costs                                 | 16,041,135                   | 15,882,672               |
| Infrastructure and Telecommunications Service                              | 6,577,523                    | 6,523,298                |
| <b>SUBTOTAL</b>  | <b>22,618,658</b>            | <b>22,405,970</b>        |
| <b>DIVISION OF HUMAN RESOURCES MANAGEMENT</b>                              |                              |                          |
| Office of the Director   | 3,740,625                    | 3,632,070                |
| Specialized sections   | 10,529,216                   | 10,406,773               |
| <b>SUBTOTAL</b>  | <b>14,269,841</b>            | <b>14,038,843</b>        |
| <b>DIVISION OF FINANCIAL AND ADMINISTRATIVE MANAGEMENT</b>                 |                              |                          |
| Office of the Controller and Director                                      | 6,769,746                    | 6,600,442                |
| Specialized sections and services  | 6,123,087                    | 5,978,942                |
| Audit  | 789,052                      | 789,052                  |
| UN Finance Division  | 1,111,889                    | 1,111,889                |
| Headquarters running costs (including security and safety at Headquarters) | 15,126,042                   | 14,808,969               |
| <b>SUBTOTAL</b>  | <b>29,919,815</b>            | <b>29,289,293</b>        |
| <b>GLOBAL SERVICE CENTRE (BUDAPEST)</b>                                    |                              |                          |
| Management Unit  | 3,616,667                    | 3,550,200                |
| Ombudsman Office   | 130,082                      | 107,673                  |
| Division of Financial and Administrative Management                        | 4,198,994                    | 3,949,284                |
| Division of Human Resources Management                                     | 17,386,570                   | 17,245,161               |
| Division of Information Systems and Telecommunications                     | 2,968,467                    | 2,675,000                |
| Division of Emergency, Security and Supply                                 | 6,427,398                    | 6,355,853                |
| <b>SUBTOTAL</b>  | <b>34,728,179</b>            | <b>33,883,171</b>        |
| <b>GLOBAL SERVICE CENTRE (COPENHAGEN)</b>                                  |                              |                          |
| Management Unit  | 4,667,699                    | 4,442,515                |
| <b>SUBTOTAL</b>  | <b>4,667,699</b>             | <b>4,442,515</b>         |
| Staff Council  | 1,085,426                    | 1,069,082                |
| <b>TOTAL</b>   | <b>241,179,100</b>           | <b>231,161,109</b>       |

<sup>1</sup> Includes allocations from the UN Regular Budget as follows: \$43,326,060 (budget) and \$43,326,060 (expenditure).

## VOLUNTARY CONTRIBUTIONS TO GLOBAL PROGRAMMES | USD

| DIVISIONS/DEPARTMENTS                                     | DONORS                                   | PILLAR 1          |                  |                   |
|---|--|-------------------|------------------|-------------------|
|   |  | Refugee programme | ALL PILLARS      | TOTAL             |
| <b>DIVISION OF EMERGENCY, SECURITY AND SUPPLY</b>         |  |                   |                  |                   |
| Emergency preparedness and response                       | United Arab Emirates                     | 2,612,454         |                  | 2,612,454         |
| Deployment of standby experts                             | Switzerland                              | 2,487,000         |                  | 2,487,000         |
| Deployment of standby experts                             | Norwegian Refugee Council                | 1,521,000         |                  | 1,521,000         |
| Deployment of standby experts                             | Sweden                                   | 1,262,500         |                  | 1,262,500         |
| Deployment of standby experts                             | Danish Refugee Council                   | 1,235,500         |                  | 1,235,500         |
| UNHCR e-Centre  | Japan                                    | 322,233           | 215,092          | 537,325           |
| Global fleet management                                   | UPS Foundation                           | 408,110           |                  | 408,110           |
| Emergency preparedness and response                       | Luxembourg                               | 313,808           |                  | 313,808           |
| Deployment of standby experts                             | Ireland                                  | 218,500           |                  | 218,500           |
| Deployment of standby experts                             | RedR Australia                           | 211,500           |                  | 211,500           |
| Mosquito nets   | United Nations Foundation                | 168,300           |                  | 168,300           |
| Forklift trucks   | Sverige för UNHCR                        | 50,600            |                  | 50,600            |
| Deployment of standby experts                             | iMMAP                                    | 45,500            |                  | 45,500            |
| Deployment of standby experts                             | United Kingdom                           | 8,500             |                  | 8,500             |
| Global fleet management                                   | Private Donors in Switzerland            | 2,305             |                  | 2,305             |
|   | <b>SUBTOTAL</b>                          | <b>10,867,809</b> | <b>215,092</b>   | <b>11,082,902</b> |
| <b>DIVISION OF EXTERNAL RELATIONS</b>                     |  |                   |                  |                   |
| Comprehensive Refugee Response Framework                  | European Union                           | 2,257,798         |                  | 2,257,798         |
| Comprehensive Refugee Response Framework                  | Japan                                    |                   | 1,792,436        | 1,792,436         |
| Comprehensive Refugee Response Framework                  | Germany                                  |                   | 1,306,749        | 1,306,749         |
| Nansen Refugee Award                                      | Switzerland                              | 225,620           |                  | 225,620           |
| Nansen Refugee Award                                      | Norway                                   | 103,439           |                  | 103,439           |
| Education for All   | Dutch Postcode Lottery                   | 100,320           |                  | 100,320           |
| Nansen Refugee Award                                      | IKEA Foundation                          | 100,000           |                  | 100,000           |
| Deployment of standby experts                             | Norwegian Refugee Council                | 90,500            |                  | 90,500            |
|   | <b>SUBTOTAL</b>                          | <b>2,877,677</b>  | <b>3,099,185</b> | <b>5,976,862</b>  |
| <b>DIVISION OF HUMAN RESOURCES MANAGEMENT</b>             |  |                   |                  |                   |
| Renewable energy  | Norway                                   | 403,598           |                  | 403,598           |
| Prevention of detention of children                       | European Union                           | 148,576           |                  | 148,576           |
| Global Protection Cluster                                 | United States of America                 | 85,600            |                  | 85,600            |
|   | <b>SUBTOTAL</b>                          | <b>637,774</b>    |                  | <b>637,774</b>    |
| <b>DIVISION OF INTERNATIONAL PROTECTION</b>               |  |                   |                  |                   |
| Albert Einstein German Academic Refugee Initiative (DAFI) | Germany                                  | 17,520,320        |                  | 17,520,320        |
| Global Protection and Resettlement                        | United States of America                 | 8,171,302         |                  | 8,171,302         |
| Quality Integration Project - Resettlement                | United Kingdom                           | 3,672,939         |                  | 3,672,939         |
| Education Match Challenge                                 | Educate A Child Programme                | 1,848,813         |                  | 1,848,813         |
| Higher Education Scholarship for Syrian Refugees          | Said Foundation                          | 1,109,139         |                  | 1,109,139         |
| Enhancing Resettlement Activities                         | Norway                                   | 1,012,025         |                  | 1,012,025         |
| Funds for solutions activities                            | Denmark                                  | 684,000           |                  | 684,000           |
| Deployment of standby experts                             | Norwegian Refugee Council                | 267,500           |                  | 267,500           |
| Emerging Resettlement Countries Joint Support Mechanism   | International Organization for Migration | 248,439           |                  | 248,439           |
| Higher Education Scholarship for Syrian Refugees          | The Hands Up Foundation                  | 214,805           |                  | 214,805           |
| Protection Advisor  | Switzerland                              | 198,610           |                  | 198,610           |





## VOLUNTARY CONTRIBUTIONS TO GLOBAL PROGRAMMES | USD

| DIVISIONS/DEPARTMENTS  | DONORS   | PILLAR 1          |                   | TOTAL              |
|--|--|-------------------|-------------------|--------------------|
|  |  | Refugee programme | ALL PILLARS       |                    |
| Higher Education Scholarship for Syrian Refugees               | Asfari Foundation                                  | 107,403           |                   | 107,403            |
| Deployment of standby experts                                  | Save The Children UK                               | 100,500           |                   | 100,500            |
| Sustaining the centrality of protection in humanitarian action | European Union                                     | 71,941            |                   | 71,941             |
| Relocation of camp (Albania)                                   | United Nations Department of Political Affairs     | 50,000            |                   | 50,000             |
| Albert Einstein German Academic Refugee Initiative (DAFI)      | KOR NCSOFT Cultural Foundation                     | 33,326            |                   | 33,326             |
| Albert Einstein German Academic Refugee Initiative (DAFI)      | SAP (UK) Ltd.                                      | 25,000            |                   | 25,000             |
| Climate change project   | Monaco   | 23,697            |                   | 23,697             |
| Resettlement case law  | Allen & Overy LLP                                  | 16,171            |                   | 16,171             |
| Albert Einstein German Academic Refugee Initiative (DAFI)      | Private donors in Korea                            | 11,109            |                   | 11,109             |
| Albert Einstein German Academic Refugee Initiative (DAFI)      | Private donors in the United Kingdom               | 3,750             |                   | 3,750              |
|  | <b>SUBTOTAL</b>                                    | <b>35,390,787</b> |                   | <b>35,390,787</b>  |
| <b>DIVISION OF PROGRAMME SUPPORT AND MANAGEMENT</b>            |  |                   |                   |                    |
| Funds for solutions activities                                 | Denmark  | 1,569,881         |                   | 1,569,881          |
| HIV/AIDS   | United Nations Programme on HIV/AIDS               | 1,178,580         |                   | 1,178,580          |
| Transport of Refugee Housing Units                             | Private donors in the United Arab Emirates         | 1,115,475         |                   | 1,115,475          |
| Global Shelter Cluster, and cash-based interventions           | European Union                                     | 893,593           |                   | 893,593            |
| Deployment of standby experts                                  | Switzerland  | 870,921           |                   | 870,921            |
| Alternative to Camps   | European Union                                     | 413,722           |                   | 413,722            |
| Humanitarian-development nexus                                 | Luxembourg   | 400,035           |                   | 400,035            |
| Saving new-born lives, and from waste to water                 | Bill and Melinda Gates Foundation                  | 268,867           |                   | 268,867            |
| Credit Guarantee Facility                                      | Sweden   | 180,986           |                   | 180,986            |
| Improving nutritional conditions of children (IYCF)            | La Caixa Banking Foundation                        | 76,886            |                   | 76,886             |
| Renewable energy   | IKEA Foundation                                    | 19,667            |                   | 19,667             |
|  | <b>SUBTOTAL</b>                                    | <b>6,988,614</b>  |                   | <b>6,988,614</b>   |
| <b>EXECUTIVE OFFICE</b>  |  |                   |                   |                    |
| Education in emergencies                                       | United Kingdom                                     | 970,732           |                   | 970,732            |
| Instant Network Schools Programme                              | United Nations Fund for International Partnerships |                   | 292,684           | 292,684            |
| Connectivity for refugees                                      | USA for UNHCR                                      | 38,498            |                   | 38,498             |
| Innovation   | Vodafone Foundation                                | 3,594             |                   | 3,594              |
|  | <b>SUBTOTAL</b>                                    | <b>1,012,824</b>  | <b>292,684</b>    | <b>1,305,509</b>   |
| <b>GLOBAL PROGRAMME</b>  |  |                   |                   |                    |
| Global programme   | United States of America                           |                   | 42,240,000        | 42,240,000         |
|  | <b>SUBTOTAL</b>                                    |                   | <b>42,240,000</b> | <b>42,240,000</b>  |
| <b>TOTAL</b>   |  | <b>57,775,486</b> | <b>45,846,962</b> | <b>103,622,448</b> |

## VOLUNTARY CONTRIBUTIONS TO HEADQUARTERS | USD

| DIVISIONS/DEPARTMENTS                             | DONORS  | PILLAR 1          |                  | TOTAL             |
|---|---|-------------------|------------------|-------------------|
|   |   | Refugee programme | ALL PILLARS      |                   |
| <b>HEADQUARTERS OVERALL</b>                       | United Nations  | 43,399,500        |                  | <b>43,399,500</b> |
|   | <b>SUBTOTAL</b>   | <b>43,399,500</b> |                  | <b>43,399,500</b> |
| <b>GLOBAL SERVICE CENTER</b>                      | Hungary   |                   | 2,537,746        | <b>2,537,746</b>  |
|   | Private donors in the United States of America                      | 47,080            |                  | <b>47,080</b>     |
|   | European Union  | 28,109            |                  | <b>28,109</b>     |
|   | <b>SUBTOTAL</b>   | <b>75,189</b>     | <b>2,537,746</b> | <b>2,612,935</b>  |
| <b>GLOBAL SERVICE CENTER DENMARK</b>              | Denmark   |                   | 2,207,356        | <b>2,207,356</b>  |
|   | <b>SUBTOTAL</b>   |                   | <b>2,207,356</b> | <b>2,207,356</b>  |
| <b>DIVISION OF INTERNATIONAL PROTECTION</b>       | Germany   |                   | 209,071          | <b>209,071</b>    |
|   | United States of America  | 139,631           |                  | <b>139,631</b>    |
|   | Denmark   | 75,750            |                  | <b>75,750</b>     |
|   | <b>SUBTOTAL</b>   | <b>215,381</b>    | <b>209,071</b>   | <b>424,452</b>    |
| <b>REGIONAL BUREAUX</b>                           | United Nations Department of Political Affairs                      | 99,954            |                  | <b>99,954</b>     |
|   | Germany   | 6,958             |                  | <b>6,958</b>      |
|   | <b>SUBTOTAL</b>   | <b>106,912</b>    |                  | <b>106,912</b>    |
| <b>DIVISION OF EMERGENCY, SECURITY AND SUPPLY</b> | United Nations System Chief Executives Board for Coordination (CEB) | 67,000            |                  | <b>67,000</b>     |
|   | <b>SUBTOTAL</b>   | <b>67,000</b>     |                  | <b>67,000</b>     |
| <b>TOTAL</b>                                      |   | <b>43,863,981</b> | <b>4,954,173</b> | <b>48,818,154</b> |